	Proposed Activity	Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?	Equity Focus
	Planning for TIF expiration (including public process) - ongoing***	Must Do		Yes		yes
	Develop and adopt access policy/plan, including language and information access policy***	Must Do		Yes	Maybe	yes
	Launch and support Inclusion and Belonging Commission***	Must Do		Yes		yes
	Continue ARPA funding allocation discussions and next steps ongoing**	Must Do		Yes		yes
	Expand systems capacity and assess necessary resources for expanded and integrated Diversity, Equity, and Inclusion work Citywide - Work on Audit Recommendations**	Must Do		Yes	Yes	yes
	City Manager on-boarding*	Must Do				yes
	Assess Adminstrative Structure and Systems Efficiency (including Public Safety in preparation for Regional Dispatch - See SHCP Section Below)*	Must Do			Maybe	yes
	IT Services Bid - Winter 2022	Must Do			Maybe	
ALL	Update Employment Policies (Human Resources) - ongoing	Must Do		Yes - Council Approval		yes
₹	Orient new Treasurer	Must Do				
	Improve structure and access for Commission system (Equity Audit findings; Additional resources needed; Commission supports/trainings? Better representation	Recommended		Yes	Maybe	yes
	Phone System, Door Access System upgrades	Recommended			Yes	
	Update Financial Procedures - ongoing	Recommended				
	Procedures Manual to address Fraud Risk Assessment Items - ongoing	Recommended				
	Conduct staffing audit (including skills matrix) to assess current capacity, including Yasamin's staffing	Recommended			Maybe	yes
	analysis					
	All-Commission summit	New Ideas (Pending Additional Resources)		Yes	Maybe	yes

Proposed Activity	Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?	Equity Focus
Implement specific initiatives identified as part of the Working Communities Challenge Grant Objectives****	Must Do	EV7: Determine the City's budgetary needs based on additional revenue that may be realized by the end of the TIF period in 2025 and identify funding for Equity Director position & programs that may be supported by this additional revenue.	Yes	Yes	yes
Redevelopment of 17 Abenaki Way - Finalize design and permitting in coordination with development partners. Work torward construction start date in 2022**	Must Do	EV3: Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.			
Implement grant funded Wayfinding scope (downtown and parking garage) Phase 1 completion - June/July*	Must Do	EV8: Establish and implement a wayfinding plan to encourage those driving through to stay and visit the City's restaurants, bars, parks and cultural offerings.			
Land Use Code Incentives - Incentives for bonus story adopted. Reviewing incentives that would apply to all districts to include priority housing and may consider parking.****	Recommended	EV3: Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.	Yes - Planning Commission. This item will cross over multiple vision areas and master plan goals.		yes
Develop plan to execute tasks managed by the currently vacant CEDO position***	Recommended	EV2: Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.			yes

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Juc	Expand Downtown Designation	Recommended	EV2: Diversify and enhance services available to existing residents	Work with Downtown Winooski		
Econ			and business community to address the needs identified in the			
			Economic Development Plan and pursue additional planning			
			initiatives as resources allow.			
	Update policy, including application and possible Code amendments to address sidewalk use and food	Recommended	EV1: Foster business development retention and expansion by	Yes; Work with Downtown		
	trucks. Sidewalk Permits need to match up with Outside Consumption Permit		building on regional assets, local resources, and existing business	Winooski		
			environment dynamics through promotion of available resources			
			and financing opportunities, advancing networking opportunities			
			and commitment of local resources.			
			EV2: Diversify and enhance services available to existing residents			
			and the business community to address the needs identified in the			
			Economic Development Plan and pursue additional planning			
			initiatives a resources allow			
	Develop application and process for reviewing retail cannabis applications	Recommended	EV1: Foster business development retention and expansion by	Possible regulatory changes		
			building on regional assets, local resources, and existing business	needed involving the Planning		
			environment dynamics through promotion of available resources	Commission or Development		
			and financing opportunities, advancing networking opportunities	Review Board		
			and commitment of local resources.			
			EV2: Diversify and enhance services available to existing residents			
			and the business community to address the needs identified in the			
			Economic Development Plan and pursue additional planning			
			initiatives a resources allow			
	Proposed Activity	Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?	Equity Focus
	Update Public Building Registry Ordinance - ongoing***	Must Do	H3: Promote quality housing that is safe, healthy and durable.	Yes		
	Assist Housing Commission with Policy work- Ongoing***	Must Do	H6: Support sustainable growth, density and creation of additional	Yes		yes
			housing units.			
	Launch and Monitor Housing Trust Fund Program***	Must Do	H3: Promote quality housing that is safe, healthy and durable.			yes
	Reappraisal	Must Do				
	Support tenant and landlord connection, and identify opportunities for system improvements	Recommended	H3: Promote quality housing that is safe, healthy and durable.	Yes		yes
	Ongoing**					
SING	Building off recommendations from the Equity Audit, create educational opportunities and opportunities	Recommended	H5: Protect current residents from displacement.	Yes	Yes	yes
JSI	for relationship building between landlords, tenants, and partner agencies involved in					
HOU	housing/placements within the City.**	No. 1 leave (Dec. 12)	112 5 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	V.	N 4	
_	Plan and Host Citywide Housing Summit**	New Ideas (Pending	H2: Foster a mix of housing types to serve the needs of different	Yes	Maybe	yes
		Additional Resources)	family compositions, household types and multi-generational			
	Support educational opportunities for both renters and landlords to learn about programs/resources	New Ideas (Pending	needs. H3: Promote quality housing that is safe, healthy and durable.;			yes
	available to support improved housing quality and building efficiency (e.g. Targeted Communities	Additional Resources)	H7: Improve energy efficiency of new and existing buildings.			yes
	Initiative through Efficiency Vermont).	, additional resources)				
	Partner with Burlington on communication to residents on the airport sound mitigation program, and	New Ideas (Pending	H3: Promote quality housing that is safe, healthy and durable.		Maybe	yes
	keep an eye on non-local match funding opportunities	Additional Resources)	, , , , , , , , , , , , , , , , , , , ,		,	,
	Proposed Activity	Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?	Equity Focus
	Main Street Revitilization Project- Pending bid results, contract award, public outreach and project	Must Do	Multiple	Yes. Feedback on streetscape		
	construction start***			and landscape design.		

	Prepare a City-wide ADA transition Plan - This work will be supported by the CCRPC - Ongoing**	Must Do	MI4: Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.	Yes	Yes	yes
	OCC/St. Stephens visioning and planning**	Must Do			Yes	yes
	Advance West Allen Street Park plan to construction ready*	Must Do		Yes		yes
	Create a City-wide Bike-Ped Masterplan (FY23 UPWP)*	Must Do		Yes		yes
	Complete Lafountain/Dion Street Scoping Study (FY23 UPWP)	Must Do		Yes		,
	VTrans FY22' Capital project coordination	Must Do	MI4: Improve and maintain streets and sidewalks for safety and			
	(US 2/7 and Rt 15 Street resurfacing, Exit 16 DDI)		convenience for all users at all times of the year. Every street in			
			the City will have at least one sidewalk starting with the priority			
			segments identified in the Transportation Master Plan.			
	Update Chapter 29 Tree Ordinance - ordinance update associated with state statute revisions	Must Do	MI6: Maintain a healthy and diverse urban forest.	Yes, via the Tree Committee		
	Ongoing					
frastructure	Identify proposed City energy goals and possible development incentives - Ongoing***	Recommended	MI5: Pursue and support alternative energy generation, efficiency and weatherization programs, and electrification of the transportation fleet with the community and in line with the State's Comprehensive Energy Plan goals.	Yes	Maybe	yes
Municipal Infrastructure	Parking Updates Associated with Parking Study - Review recommendations in connection with amendments to land use regulations for parking. Review resident only parking program for changes including possible fees for permits.*	Recommended	MI9: Work to implement high priority programs of the parking plan and the transportation master plan related to parking and parking management to mitigate parking demand by promoting alternative modes of transportation and initiatives to better manage public parking assets.	Yes - Planning Commission . This item wil cross over multiple vision areas and master plan goals.	Maybe	
	Explore Protection of Natural Areas, including engagement with residents, Abenaki leadership - Ongoing*	Recommended	MI7: Maintain safe, connected, and accessible natural areas as an asset for wildlife, flood resiliency, recreation and community connection to the environment.	Yes - Identified as priority for the Planning Commission (included in the Mayor's summary memo to Council).	Maybe	yes
	Update Chapter 23 Stormwater Ordinance - General ordinance updates to match current state regulations. Added language on local permitting requirements and development stormwater management requirements Ongoing	Recommended	MI2: Increase opportunities for stormwater treatment through low impact development (e.g. reduce impervious surfaces and stormwater disconnection) and green stormwater infrastructure (e.g. planter boxes, rain gardens and green roofs) practices.	Yes, general overview review of the ordinance		
	Revisit Traffic Impact Fees	Recommended	MI4: Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.	Maybe		yes
	Winooski/Burlington Bridge Planning	Recommended				
	Historic Preservation Regulations and Strategies - Strongly supported by the Planning Commission. Draft language prepared in context of land use regulations. If more significant protections are prioritized, this	Recommended	MI12: Identify, preserve and retain the City's historic buildings and resources.	Yes - Planning Commission for sure. May need to establish a	Maybe	
	will require additional resources.			new commission		
		Priority Category	Master Plan Goal(s)	Commission Work Required?	Additional Resources Needed?	Equity Focus
	Develop plan for tenancy at/community accessibility of O'Brien Community Center OR negotiate for community uses with new owner***	Must Do	SHCP9: Continue to retain and manage the O'Brien Community Center as a hub for various human and social service resources, while seeking to increase on site programming and make improvements and developments that maximize use of the 32 Malletts Bay Ave property.	Yes	Maybe	yes

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Increase Recreational Program offerings, including through ESSER funds contracted with Winooski School	Must Do	SHCP11: Conduct routine assessments of the community's	Yes		yes
District Ongoing**		programming interests and needs (including public feedback,			
		analysis of changing demographics, and trends in recreation), and			
		use the results to develop a responsive and diverse slate of year-			
		round program offerings including expansion of programs through			
		public and private partnerships, and focus on increased water			
		safety and aquatics programming (through or restoration of Myers			
		Pool or partnerships with other agencies).			
School Resource Officer model - Planning for Strategy Post School Construction Project**	Must Do	SHCP5: All students will graduate from the Winooski School		Maybe	yes
		District (WSD) college and career ready at a cost supported by a			
		majority of the Winooski community. WSD students will lead			
		healthy, productive and successful lives and engage with their			
		local and global community.			
Regional Dispatch - Ongoing*	Must Do	SHCP20: Continue current mutual aid and partnership agreements			
		for other safety services like rescue; and explore making Winooski			
		Dispatch a regional partner.			
Tower/Ladder Replacement Research and Financial Planning -Bid docs June, financial planning ongoing*	Must Do	SHCP19: Ensure adequate staffing, training and equipment		Yes	
Fire/EMS Delivery Model (including potential building improvements) -ongoing	Must Do	SHCP20: Continue current mutual aid and partnership agreements		Maybe	
		for other safety services like rescue; and explore making Winooski			
		Dispatch a regional partner.			
Adopt Statewide Policing Policies - Ongoing	Must Do	SHCP8: Winooski residents (and their loved ones) who are	Yes - Review		yes
		struggling with mental health issues, substance use or abuse will			
		have access to the comprehensive supports necessary to address			
		their use, and will be able to access those services with dignity.			
		Our community will also focus on substance use prevention			
		efforts.			
Police Department Recruitment, Hiring, Internal Promotions, and Retention -Ongoing	Must Do	SHCP18: Continue to find ways to make Winooski's Municipal			yes
		Government open, accessible, representative, and participatory			
		(such as opportunities to serve on Commissions).			
Continue work to bring increased child care options to Winooski residents -ongoing**	Recommended	SHCP12: Ensure that Winooski residents have access to high-		Maybe	yes
		quality, affordable childcare options for infant, toddler, pre-school			
		aged and school-aged children.			
PD K9 Program**	Recommended			Maybe	
Develop Plan for management of Memorial Park in response to Parks and Open Space Master Plan -	Recommended	SHCP3: Maintain and improve the City's parks, natural areas and	Yes	Maybe	yes
ongoing*		facilities for exercise and recreation opportunities for all ages and			
		to achieve a goal of having all Winooski residents within an easily			
		accessible 10 minute walk of a high quality park or natural area			
		through development of a Parks and Open Space Master Plan of			
		current and future facilities (including wayfinding, locations for			
		dog owners, programs, etc.).			
Continue Public Health "Huddle" with statewide and regional partners -Ongoing	Recommended	SHCP7: Winooski will partner with local healthcare providers to			yes
		support improved access to healthcare services, while also			
		supporting health promotion and education initiatives that			
		promote improved well-being for Winooski residents (i.e.			
		complete streets, smoke free zones), and support for local health			
		resources.			

Improve Service Delivery Through Technology -Digital Onboarding via HR	Recommended	SHCP18: Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).	Yes	Maybe	
Plan & develop additional volunteer opportunities for youth (Recreation, Library, etc.) -ongoing*		SHCP10: Focus on enhancing the Library facility to enable increased programming, public gathering space, expanded circulation materials (including non-literary resources), and opportunities to learn. Improve promotion and way-finding to encourage more Winooski residents and visitors to use the Public Library.			yes